Joint Capabilities Integration and Development System (JCIDS)

A Primer

9 Jan 2014

Sources:
- CJCSI 3170.01H, 10 Jan 2012 & errata 28 Mar 2012
- CJCSI 5123.01F, 10 Jan 2012
- JCIDS Manual,19 Jan 2012 & errata 20 Sep 2012
- Interim DoDI 5000.02, 26 Nov 2013
- Joint Staff, J-8
- Joint Staff, J-6

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Developing Requirements

- The Requirements Environment
- Capabilities-Based Process
- Identifying Capability Requirements
- JCIDS Interaction With the Acquisition Process
- Oversight, Review and Validation of JCIDS Documents
- Rapid Response Lanes
- Guiding Principles and Challenges

is presentation contains notes pages to supplement most of the charts

The Requirements Environment

Finding the balance between:		
Combatant Command (CCMD) near-term requirements to support Contingency Plans and current missions	and	Services' long range vision & investment plans
Versatile, joint systems	and	Systems optimized for service missions
Growing demands	and	Fiscal & political constraints
Geographic specificity	and	Worldwide applicability
Ambitious requirements	and	Achievable acquisition strategy
Quantity matters	and	High-end capabilities

is presentation contains notes pages to supplement most of the charts

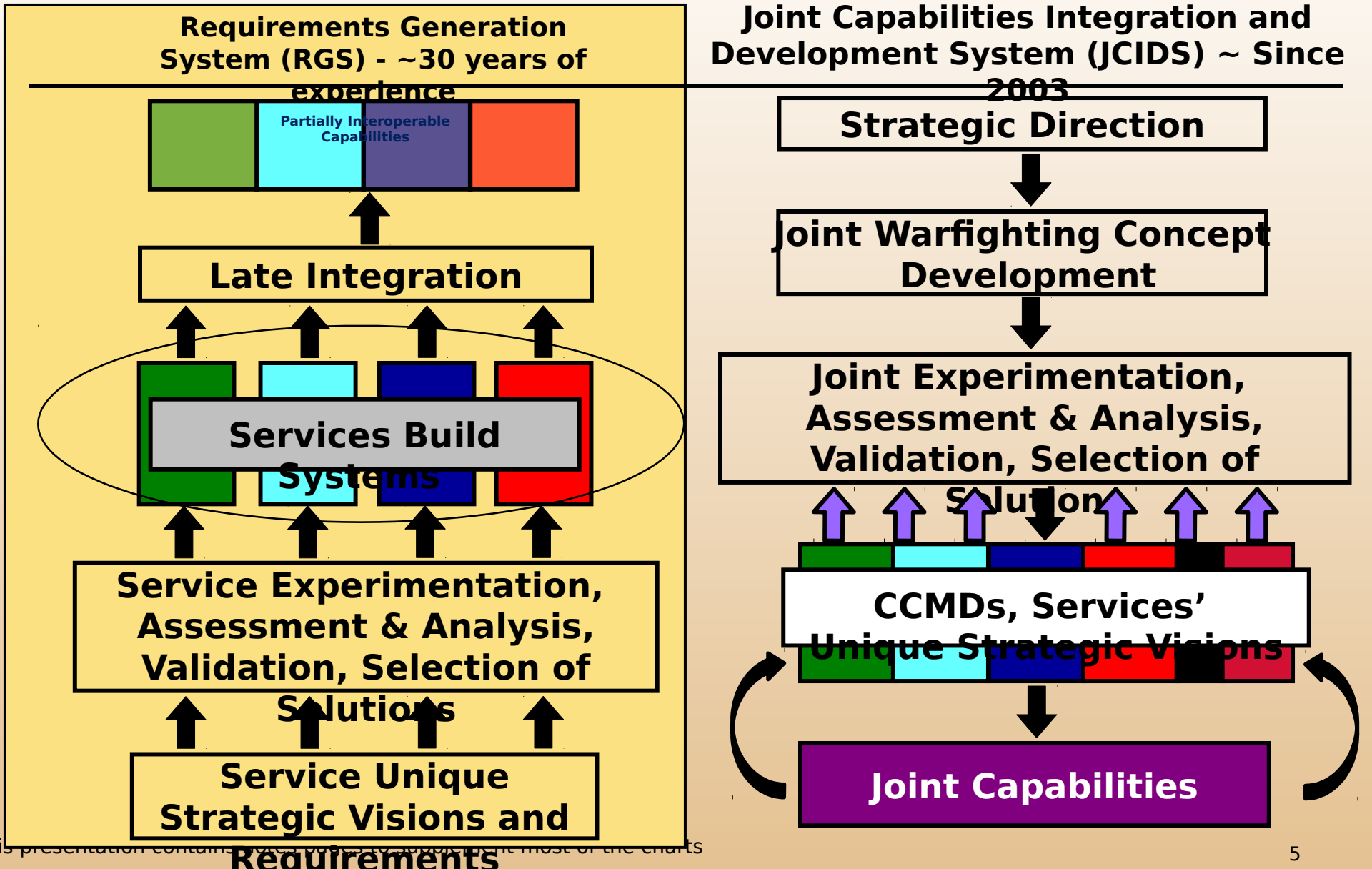
Joint Capabilities Integration and Development System (JCIDS)

- The Goal of JCIDS is to…
  - Provide the Joint Force with the capabilities needed to perform across the full range of military operations and challenges
  - Support the JROC in its Title 10 responsibilities
    - Cost, schedule, performance trades
    - Prioritizing joint military requirements in shaping the force
- Supported by…
  - Integrated, collaborative review process
  - Leveraged expertise of all government agencies

JCIDS along with the Defense Acquisition System and the Planning, Programming, Budgeting and Execution processes form the principal DOD decision support processes for developing capabilities required by the military forces to support the national military strategy and the defense strategy

is presentation contains notes pages to supplement most of the charts

Threat vs Capabilities-Based Planning


Requirements Generation System (RGS) - ~30 years of experience
Partially Interoperable Capabilities
Late Integration
Services Build Systems
Service Experimentation, Assessment & Analysis, Validation, Selection of Solutions
Service Unique Strategic Visions and Requirements
Joint Capabilities Integration and Development System (JCIDS) ~ Since 2003
Strategic Direction
Joint Warfighting Concept Development
Joint Experimentation, Assessment & Analysis, Validation, Selection of Solution
CCMDs, Services' Unique Strategic Visions
Joint Capabilities

Capabilities-Based Planning

Strategic Guidance And Desired Effects

Strategic Guidance (OSD

- National Security Strategy
- National Defense Strategy
- National Military Strategy
- Quadrennial Defense Review (QDR) Report
- Guidance for Employment of the Force (GEF)
- Defense Planning Guidance (DPG)

Support for Strategic Analysis (OSD (P)/I-8)

- Integrated Security Constructs
- Multi-Service Force Deployment
- Operational Availability Studies
- Global Force Management

Joint Concepts (J7)

- CJCSI 3010.02D
- Joint Concepts
- Joint Concept Development & Experimentation (JCDE)Process Guide
- JCDE Campaign Plan

Force Management ← **CBP** → **Adaptive Planning**

JCIDS (J8)

- CJCSI 3170.01/JCIDS Manual
- JROC Validation and Approval of JCIDS Documents
- Joint Capabilities Boards
- Functional Capabilities Boards
- Evaluation of CCMD Needs (lessons learned, joint urgent needs, Integrated Priority Lists (IPLs), etc.)

DoD 5000 (OSD AT&L)

- Defense Acquisition Boards
- Materiel Development Decision
- Milestone Decisions
- Acquisition Decision Memos
- Configuration Steering Boards
- Root Cause Analysis
- Selected Acquisition Reports
- Defense Acquisition Executive Summaries

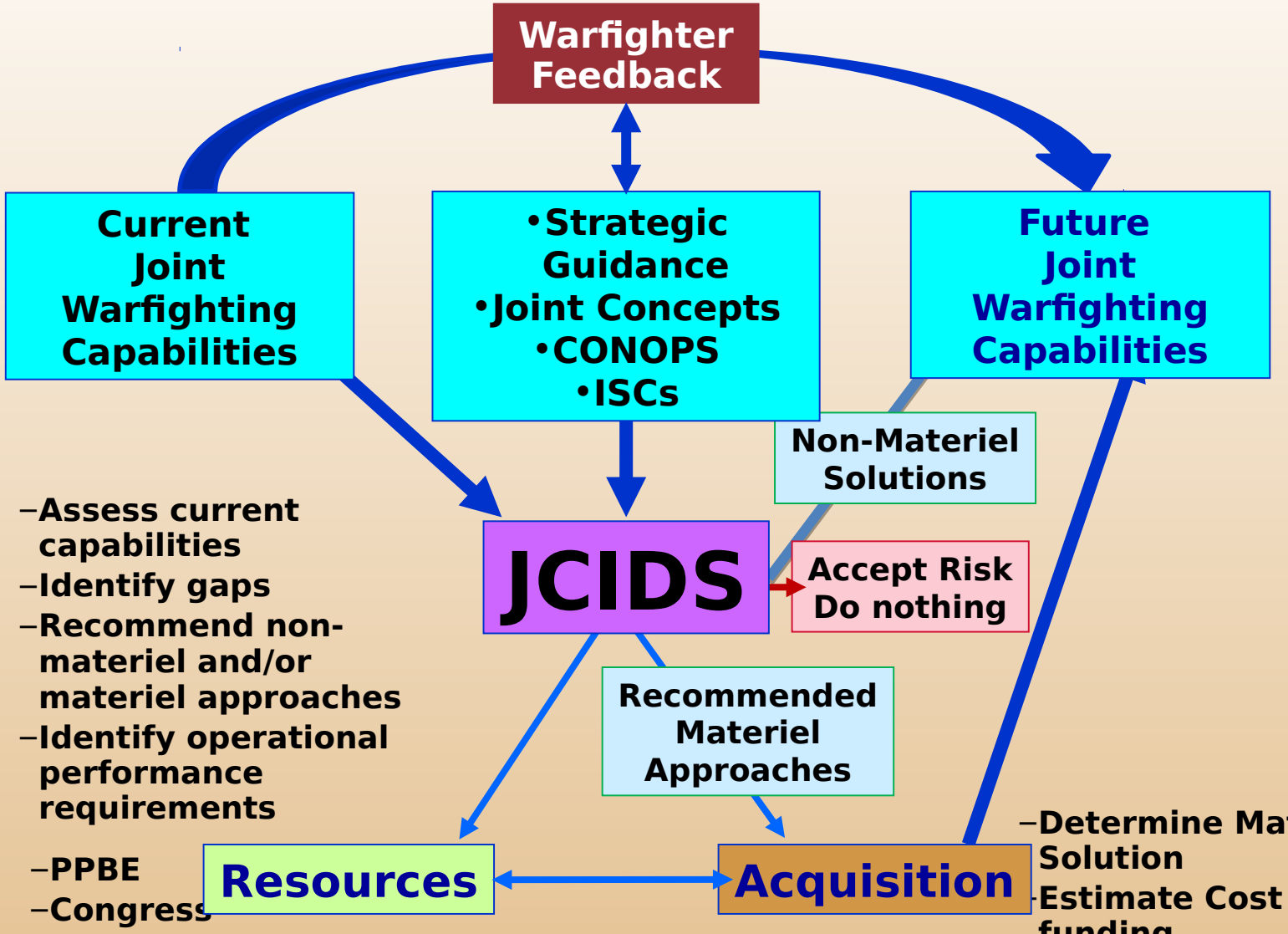
PPBE (OSD Comptroller/CAPE)

- Program Objective Memorandum/ Budget Estimate Submission
- Program and Budget Review
- Resource Management Decisions (RMDs)
- President's Budget

Common Lexicon – Joint Capability Areas

Delivered Capability to the Joint Warfighter

JCIDS – The Central Process For Capability Solutions



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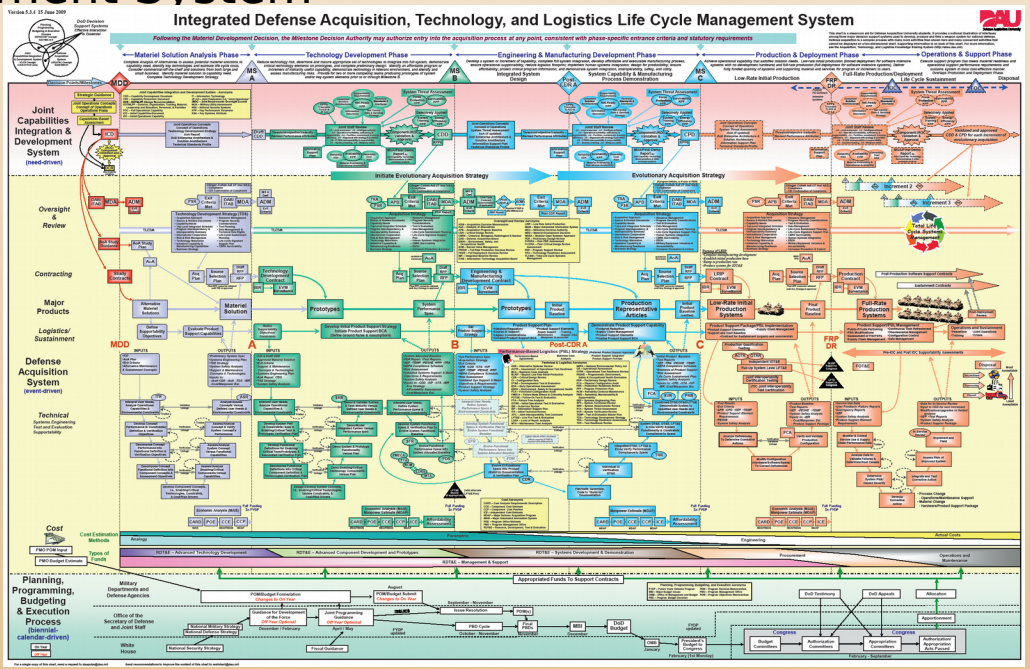
JCIDS is…

- A key supporting process for DoD acquisition and PPBE processes
  - That supports "the statutory responsibility of the JROC to validate joint warfighting requirements"
  - And supports the CJCS advising the Secretary of Defense in identifying, assessing and prioritizing joint military requirements
  - A Staffing method enabling the Joint Staff to ensure Sponsors' needs meet the Chairman's intent (Joint force needs)
- JCIDS is not… the entire "Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System"

"Requirements" (JCIDS)

Acquisition

PPB&E


Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management System
Joint Capabilities Integration & Development System
Defense Acquisition System
Planning, Programming, Budgeting & Execution Process

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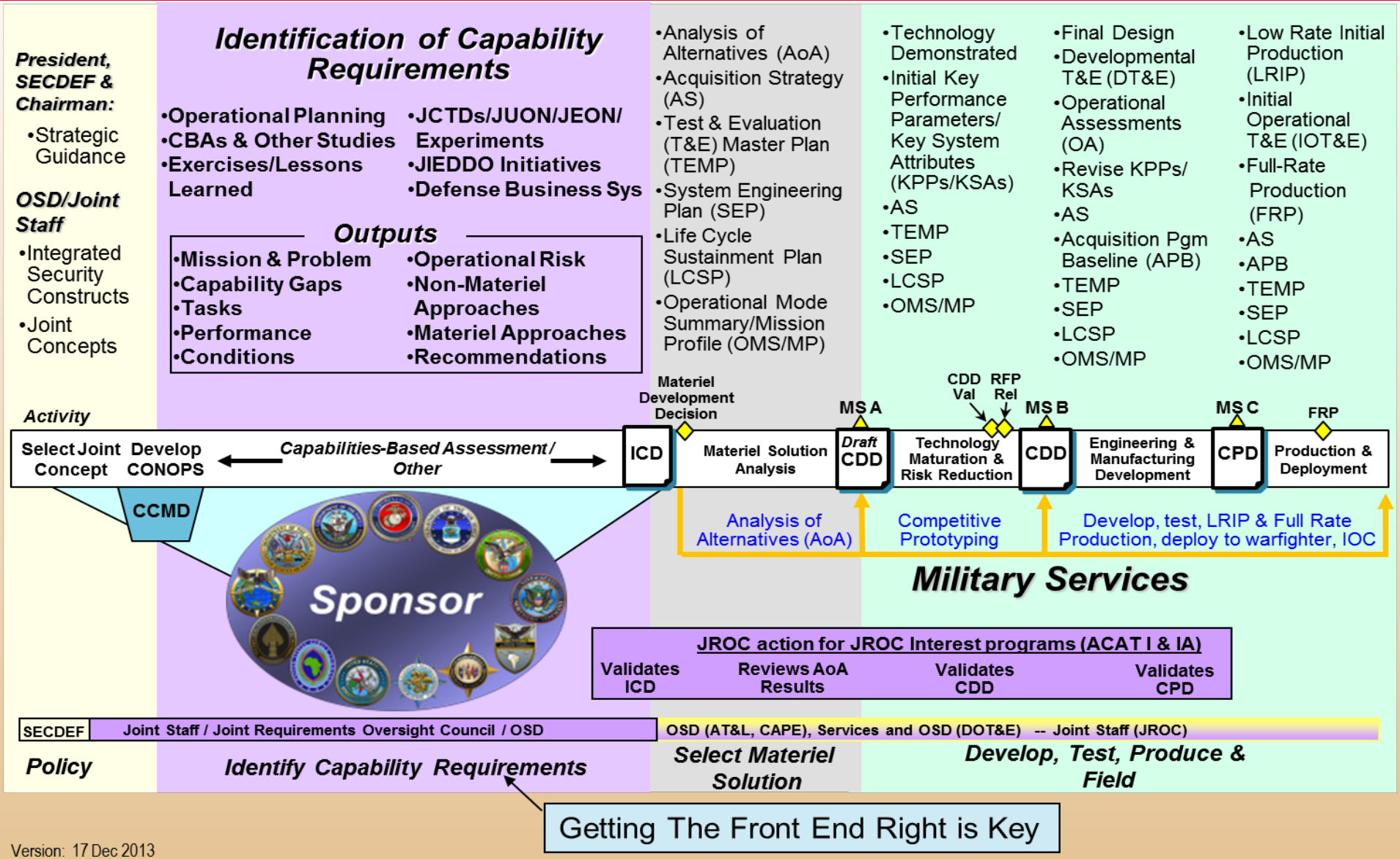
JCIDS and Acquisition



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Approaches to Indentifying Capability Requirements

- Operational Planning
- Capabilities-Based Assessments & Other Studies
- Exercises/Warfighting Lessons Learned
- Joint Capability Technology Demonstrations (JCTDs), Urgent Operational Need (UON) Solutions and Warfighting Experiments
- Joint Improvised Explosive Device Defeat Organization (JIEDDO) Initiatives
- Defense Business Systems Business Cases

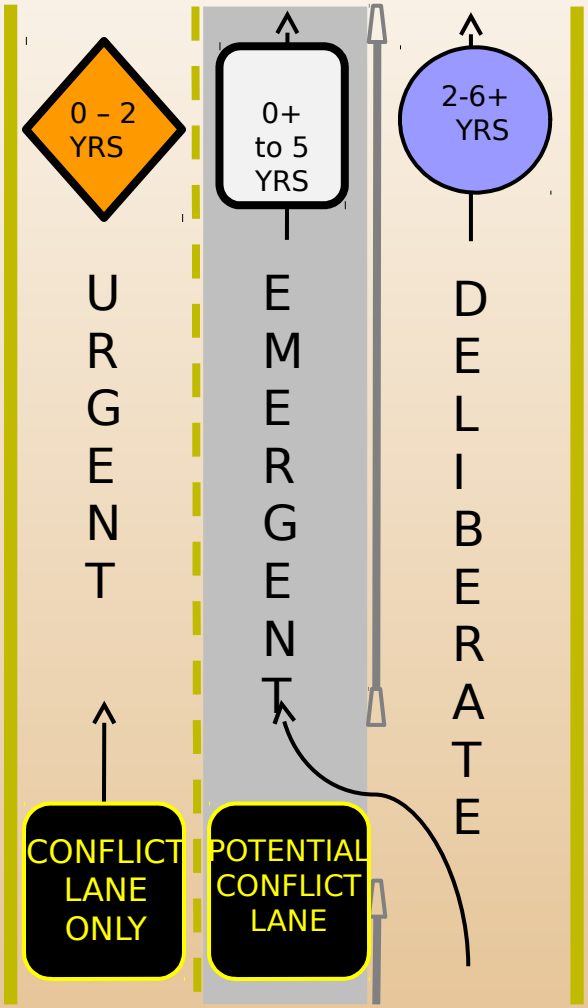
Primary Outputs of Approaches to Identify Capability Requirements

- Mission Description & Problem Being Assessed
- Identification & Assessment of Prior Studies
- Identification of Tasks Required to Meet Mission Objectives
- Identification of Capability Requirements Within One or More Joint Capability Areas (JCAs)
- Assessment of Capability Gaps
  - Between identified requirements and current or programmed force capabilities
- Operational Risks
- Possible Non-Materiel & Materiel Approaches to Close or Mitigate Gaps
- Recommendations

is presentation contains notes pages to supplement most of the charts

Three Requirements "Lanes"

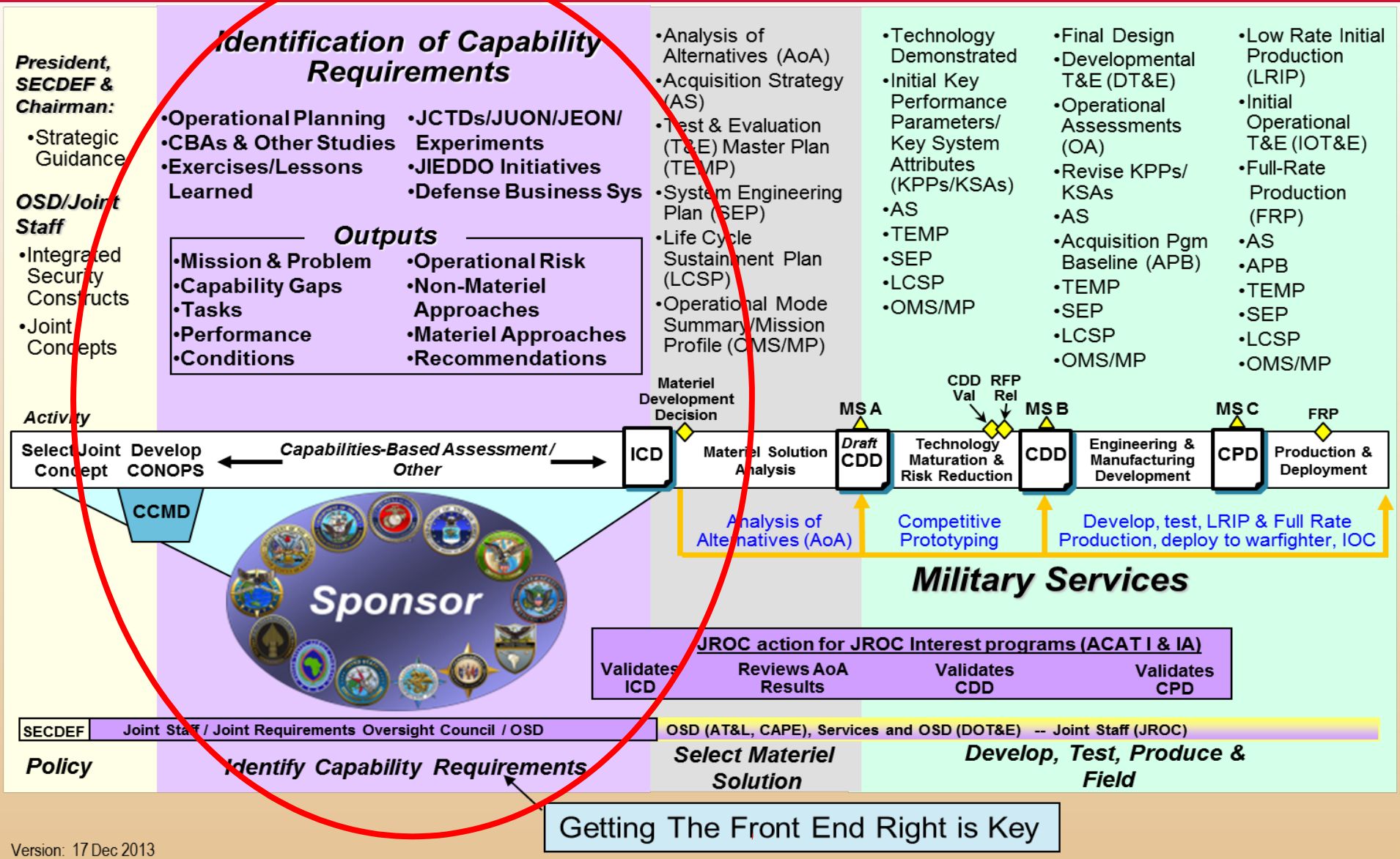
"Keep right, except to pass"



- Deliberate Requirements
  - Service, CCMD or Agency Driven
  - Traditional route for capabilities that require significant tech development and/or are not urgent or compelling in nature
- Emergent Requirements
  - CCMD Driven
  - Supports accelerated acquisition of capabilities needed for an anticipated or pending contingency operation
  - Vice Chairman, Joint Chiefs of Staff (VCJCS) verifies, Joint Capability Board or JROC validates
- Urgent Requirements
  - CCMD Driven
  - Urgent and compelling to prevent loss of life and/or mission failure during current operations
  - Require little tech development and can be resolved in less than two years
  - J-8 Deputy Director for Requirements (DDR) validates

ome charts have additional information in notes pages

JCIDS and Acquisition



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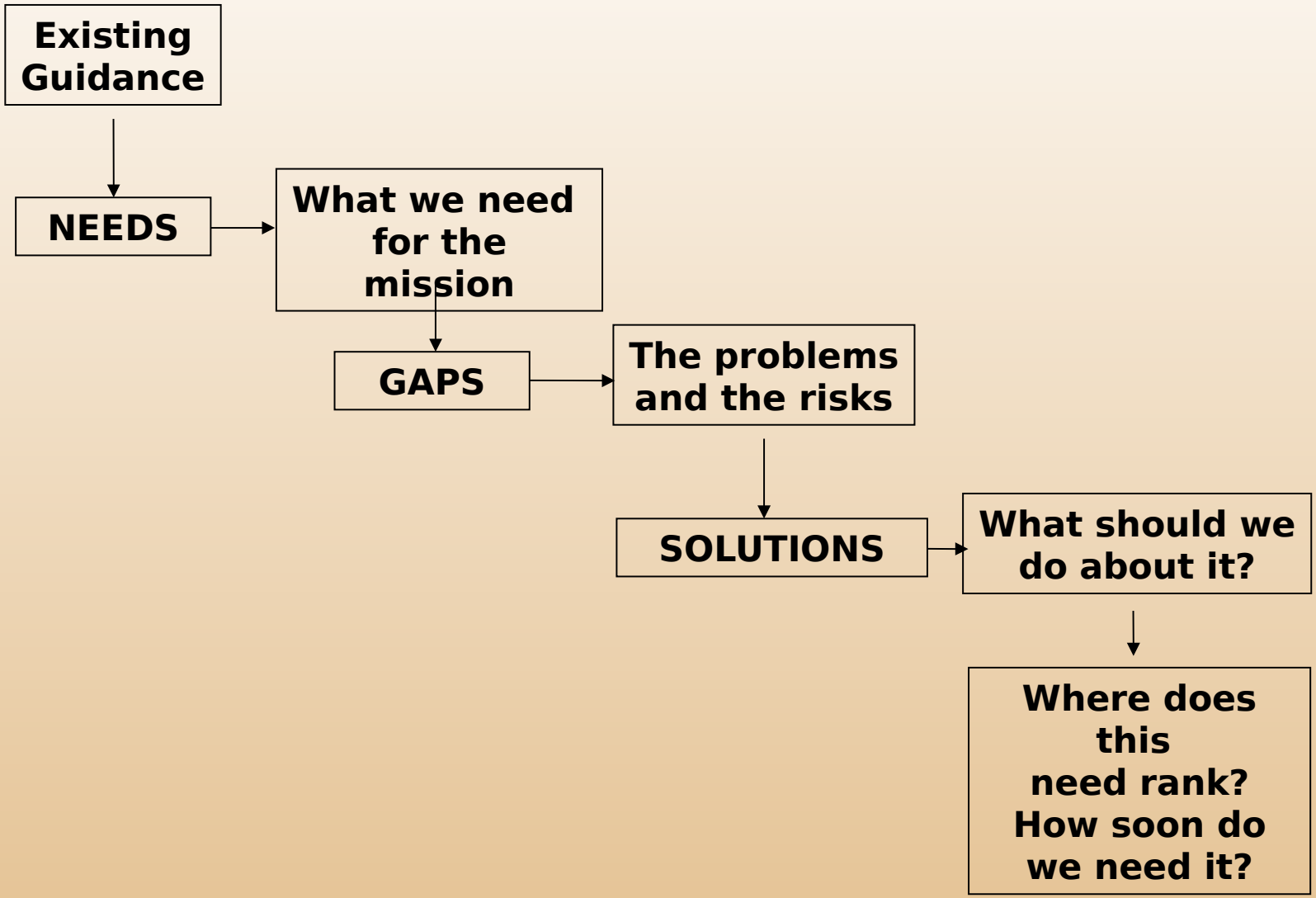
Capabilities-Based Assessment (CBA)


Existing Guidance
NEEDS
What we need for the mission
GAPS
The problems and the risks
SOLUTIONS
What should we do about it?
Where does this need rank? How soon do we need it?

is presentation contains notes pages to supplement most of the charts

CBA Outputs

- CBA Documentation:
  - Initial Capabilities Document (ICD)
  - Joint DOTmLPF-P* Change Recommendation (DCR)
- CBA Recommendations for Materiel Approaches:
  - Information systems or similar technologies
  - Evolution of existing systems with significant capability improvements
  - Transformational systems
- Managers Must Communicate to Avoid Disconnects Over Seams Between JCIDS, Defense Acquisition System, and PPBE

A Joint DCR may be generated from a validated ICD, or may be generated without an associated ICD if non-materiel approaches appear to be the most viable solution

*DOTmLPF-P = Doctrine, Organization, Training, materiel, Leadership and Education, Personnel, Facilities & Policy

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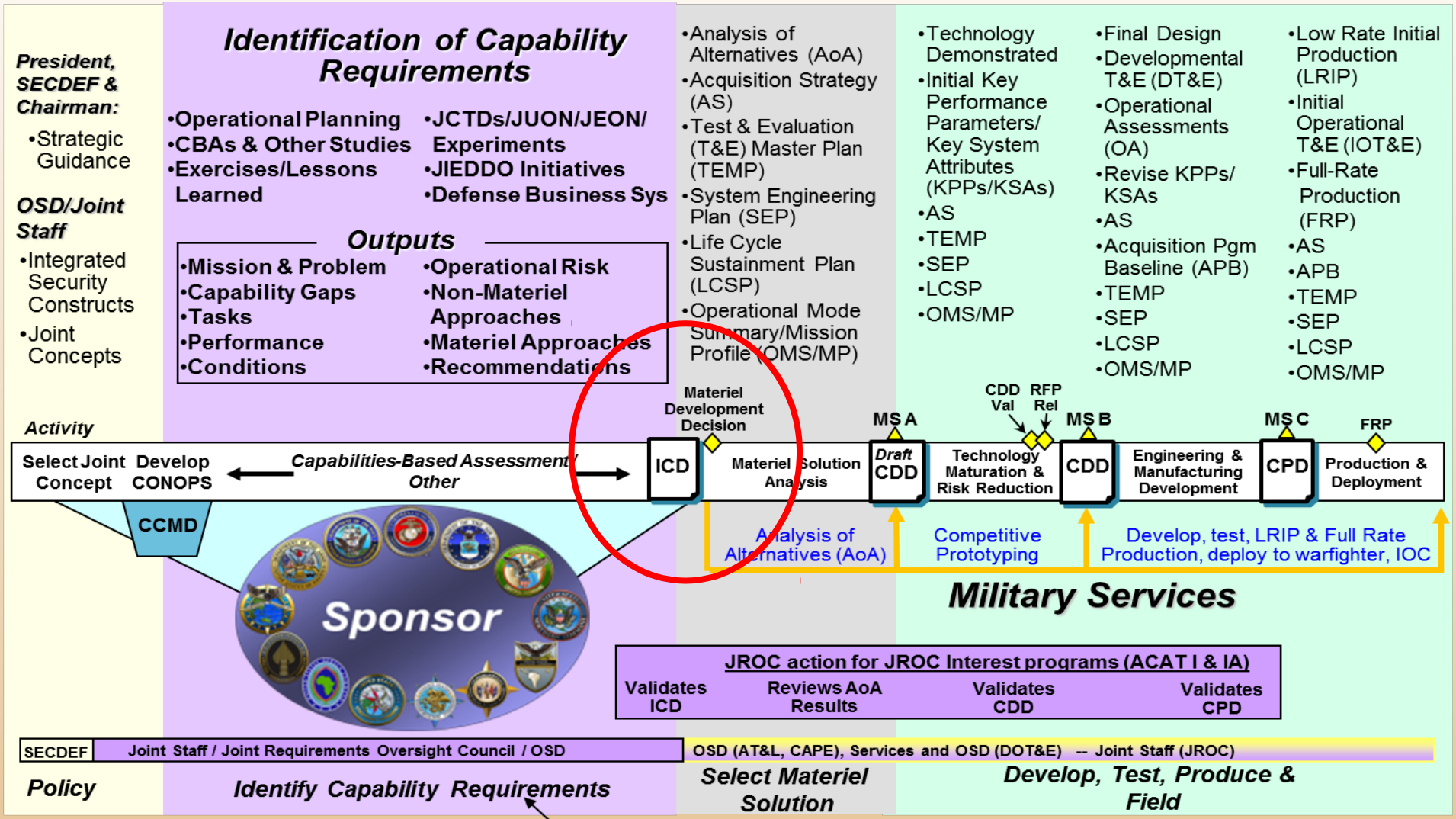
CBA Output Documents
Joint DCR

- *Joint DCR*
  - When DoD Decides a Joint Non- Materiel Solution is appropriate
  - Non-Materiel Solutions
    - Change doctrine
    - Reorganize
    - Train and educate DOD personnel differently
    - Acquire commercial or non-developmental items
    - Acquire more quantities of existing items
    - Add or reassign personnel
    - Move or realign facilities
    - Change policy
- Page Limit: 30 Pages

JCIDS and Acquisition



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CBA Output Documents ICD

- Initial Capabilities Document (ICD)
  - Documents Capabilities-Based Assessment (CBA) Results – specifically Capability Gaps
  - Identifies relevant operational attributes
  - Documents recommendations for non-materiel solutions and/or materiel approaches (or a combination)
  - Supports a Materiel Development Decision (MDD) for materiel approaches
  - Predecessor for the Capabilities Development Document (CDD)
- Page Limit: 10 Pages

ICD Operational Attributes

- Describes Capability Requirements with Appropriate Qualitative Parameters and Metrics
  - Outcomes, time, distance, effect, obstacles to be overcome, and supportability
- Guides the Analysis of Alternatives (AoA)
- With AoA results, Guides Development of Key Performance Parameters (KPPs) for Inclusion in Capabilities Development Document (CDD)

Information System (IS) ICD

- IS ICDs Implement the “Information Technology (IT) Box” Model
- IS ICDs are Required When the Solution Requires Research and Development, and Acquisition of Applications with a Projected Software Development Cost of Over $15 Million
- Not Used for Software Embedded as a Subset of a Capability Solution Developed IAW Other Validated JCIDS Documents
- IS ICD Applies to:
  - Commercial off the Shelf (COTS)/Government off the Shelf (GOTS) software, and associated hardware without modification
  - Commercial capability solutions with integrated, DoD-specific performance standards
  - Additional production or modification of previously developed U.S and/or Allied or interagency systems or equipment
  - Development, integration, and acquisition of customized

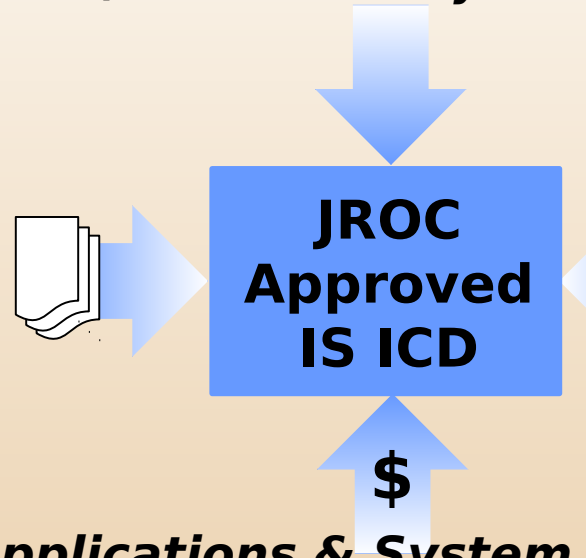
“IT Box” model calls for fewer iterations of validating documents through the JCIDS process by describing the overall IS program in the IS ICD, and delegating validation of detailed follow-on requirement and solution oversight to a flag-level organization other than the JROC or JCB.

ome charts have additional information in notes pages

Definition of the IT Box

Requirements Organization & Oversight

Component Requirements Oversight Council (AFROC, AROC, R3B, MROC, etc.) with authority to further delegate



Capabilities Required

Capability statements and required performance from ICD

Hardware Refresh & System Enhancements & Integration

Desired Investment level

Applications & System Software Development & Acquisition

Desired Investment level

- ***Biannual status review by the Lead FCB***
- ***No return to the JROC unless new core capabilities added to the ICD***
- ***Return if expenditures exceed ROM estimate by 10% or failure to meet performance minimums***
- ***CDDs and CPDs only required for MDAPs***

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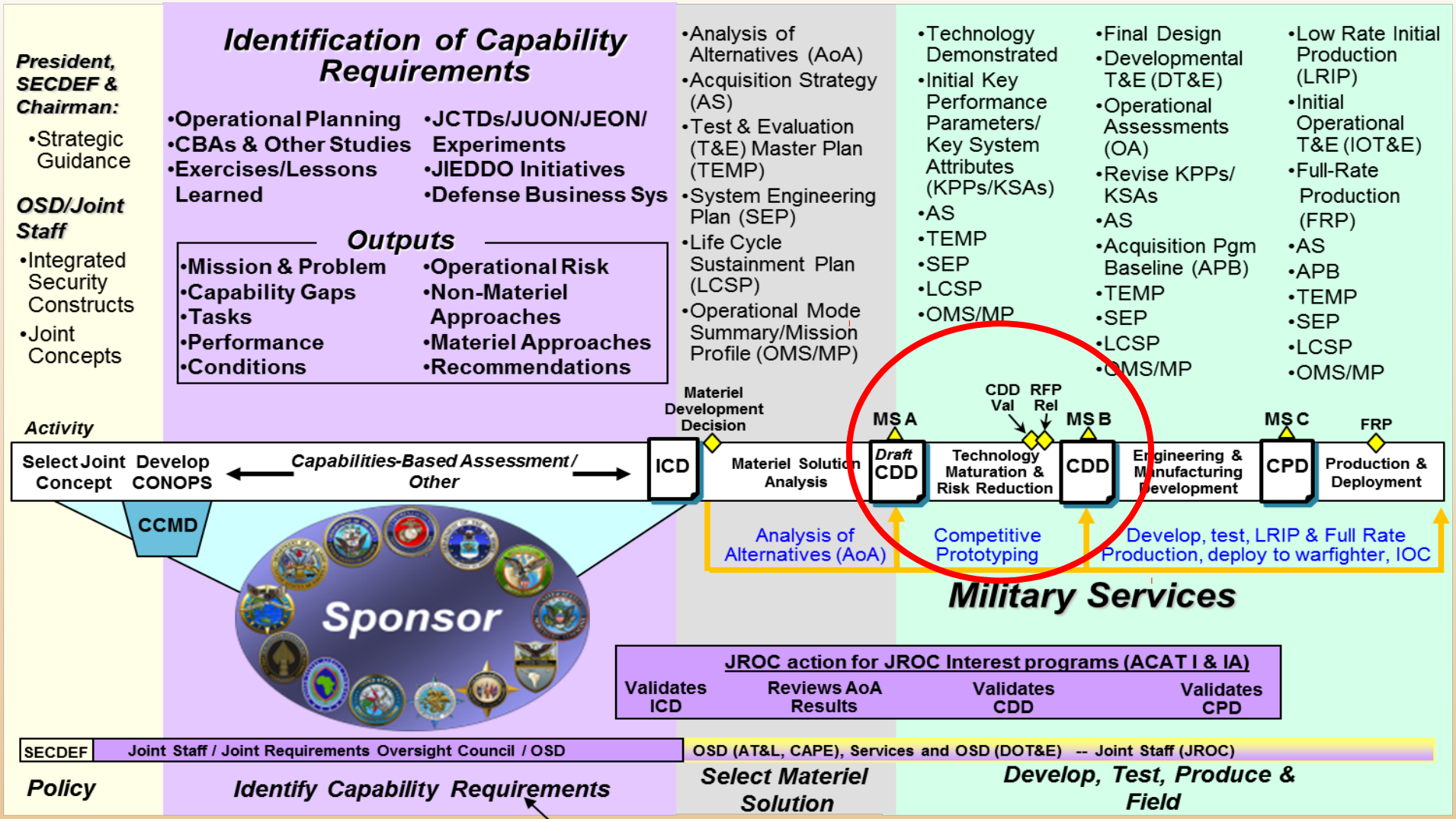
JCIDS and Acquisition



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Key JCIDS Development Documents CDD

- Capability Development Document (CDD)
  - Draft CDD (Sponsor Approved) Supports Milestone A and Technology Maturation and Risk Reduction (TMRR) Phase
  - Validated CDD Supports Development RFP Release Decision, Milestone B, and EMD Phase
  - Defines Performance Requirements to Achieve the Capability
    - Identifies KPPs, Key System Attributes (KSAs), and additional performance attributes
    - Attributes should be Authoritative, Measurable and Testable
  - Describes DOTmLPF-P Constraints associated with the solution
  - May describe multiple increments
  - Provides operational performance attributes for the acquisition strategy and the Acquisition Program Baseline (APB)
- Page Limit: 45 pages

CDD KPPs are inserted verbatim into the APB

Configuration Steering Boards (CSB)

"… the Acquisition Executive of each DoD Component will form and chair a CSB with broad executive membership . . ."

Interim DoDI 5000.02, Nov 2013

- **CSBs meet at least annually**
  - Review all requirements changes and significant technical configuration changes with potential for cost and schedule impacts
  - Only approve changes that increase cost if funds identified and schedule impacts addressed.
  - Requirements fall under CSB cognizance once CDD is validated
- The PM (with the PEO) identifies descoping options to reduce program cost or to moderate requirements
- CSB recommends to the requirements validation authority which options should be implemented
- Final decisions on implementation of descoping options coordinated with capability requirements officials.

ome charts have additional information in notes pages

Key Performance Parameters (KPPs)

- Performance Attributes of a System
- Critical To Develop an Effective Military Capability
- KPPs Must be Measurable, Testable, and Quantifiable in a Practical and Timely Manner
  - Enable feedback from T&E; support decision making
- Mandatory KPPs
  - Force Protection, Survivability, Sustainment, Net Ready, Training, Energy
- Validated by the JROC for JROC Interest Documents
- Failure to Meet a KPP Brings the Military Utility of the System into question, and May Result in a Reevaluation of the Program, or Modification of Production Increments.

Key System Attributes (KSAs)

- Attributes or Characteristics Considered Essential to Achieving a Balanced Solution
- Not Critical Enough to be Selected as a KPP
- Must be Measurable, Testable and Quantifiable
- Identified by the Sponsor; Should be Kept to a Minimum
- Sponsor Senior Leadership can Change a KSA

Mandatory Key Performance Parameters (KPPs) & Key System Attributes (KSAs)

- Force Protection KPP (all manned systems)
- Survivability KPP (all manned systems; may be applicable to unmanned)
- Sustainment KPP (all ACAT I)
  - Materiel Availability
  - Operational Availability
  - Supporting KSAs
    - Materiel Reliability
    - Operation & Support Costs
- Net Ready KPP (all IS & NSS)
- Training KPP (all ACAT I)
- Energy KPP (all where provisions of energy impact operational reach, or protection of energy infrastructure or energy resources is required)

ome charts have additional information in notes pages

Force Protection KPP

- Applies to Manned Systems and Systems Designed to Enhance Personnel Survivability
- Force Protection Attributes:
  - Protect personnel by preventing or mitigating hostile actions
  - Emphasis in on protecting the system operator, rather than the system itself
  - Attributes that are offensive and primarily intended to defeat enemy forces are not considered force protection attributes
  - Protection against accidents, weather, natural environmental hazards or disease (except when related to a biological attack) are not force protection
- Protection FCB Assesses the Force Protection KPP for JROC and JCB Interest Programs
- If Not Used Must Explain Why Not in the CDD/CPD
- Examples: Radar Cross Section, Ability to Withstand hit/blast/flood/shock, Jam Resistance, Tactics

Survivability KPP

- Expected for All Manned Systems and May be used for Unmanned Systems
- Survivability Attributes Contribute to the Survivability of Manned or Unmanned Systems
- Joint Staff, J-3, and the Protection FCB Must Concur if Sponsor Decides Not to Use
- Examples:
  - Speed
  - Maneuverability
  - Armor
  - Electromagnetic Spectrum Control
  - Redundancy of Critical Subsystems
  - Protection from Chemical, Biological and Radiological Effects

Sustainment KPP & KSAs

- Applies to All ACAT I Programs.
- ACAT II and Below Programs Include the Sustainment KPP or Sponsor Defined Sustainment Metrics
- Three Elements:
  - Availability KPP: Consists of Materiel Availability and Operational Availability
  - Reliability KSA
  - Operations & Support Cost KSA
- Joint Staff, J-4 and Deputy Assistant Secretary of Defense (Materiel Readiness) Review/Analyze

Net Ready KPP

- Applies to all Information Systems (IS) and National Security Systems (NSS) Used in the:

  automated acquisition, Storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of DOD data or information regardless of classification or sensitivity

- Not Applicable to Systems That Do Not Communicate With External Systems
- C4/Cyber FCB Assesses the NR KPP, or Sponsor Justification of Why It Is Not Applicable, for JROC Interest, JCB Interest, or Joint Integration Programs, and Provides NR KPP Certification In Accordance With CJCSI 6212.01.

Net-Ready KPP, continued

- Net-Ready KPP Consists of Three Attributes:

  Supports Military Operations

  Is Entered and Managed on the Network, and

  Effectively Exchanges Information

- Three-Step Development Process

  Step 1. Mission Analysis – Determines Attribute Details for "Supports Military Operations"

  Step 2. Information Analysis – Determines Attribute Details for "Entered & Managed on the Network" and "Effectively Exchanges Information"

  Step 3. Systems Engineering & Architecture – Supports all 3 attributes

ome charts have additional information in notes pages

Net-Ready KPP Exam

Attribute 1. Supports Military Operat

NR-KPP Attribute	Key Performance Parameter	Threshold	Objective
Support to military operations	Mission: Tracking and locating (Finding, Fixing, Finishing) High-Value Target (HVT) Measure: Timely, actionable dissemination of acquisition data for HVT Conditions: Targeting quality data to the neutralizing/ tracking entity	10 minutes Area denial of HVT activities	Near-real-time HVT tracked, neutralized
	Mission Activities: Find HVT Measure: Location	100 meter circle	25 meter circle

ome charts hav

Net-Ready KPP Exam

Attribute 2. Enter and Managed on the Net

NR-KPP Attribute	Key Performance Parameter	Threshold	Objective
Enter and be managed in the network	Network: SIPRNET Measure: Time to connect to an operational network from power up	2 minutes	1 minute
	Conditions: Network connectivity	99.8	99.9
	Network: NIPRNET Measure: Time to connect to an operational network from power up	2 minutes	1 minute
	Conditions: Network connectivity	99.8	99.9

ome charts have additional information in notes pages

Net-Ready KPP Examp

Attribute 3. Exchange Informat

NR-KPP Attribute	Key Performance Parameter	Threshold	Objective
Exchange information	Information Element: Target Data Measure: Dissemination of HVT biographic and physical data Measure: Receipt of HVT data Measure: Latency of data Measure: Strength of encryption Conditions: Tactical/Geopolitical	10 seconds Line of Sight (LOS) 5 seconds NSA certified type 1 Permissive environment	5 seconds Beyond LOS 2 seconds NSA certified type 1 Non-permissive environment

ome charts have additional information in notes pages

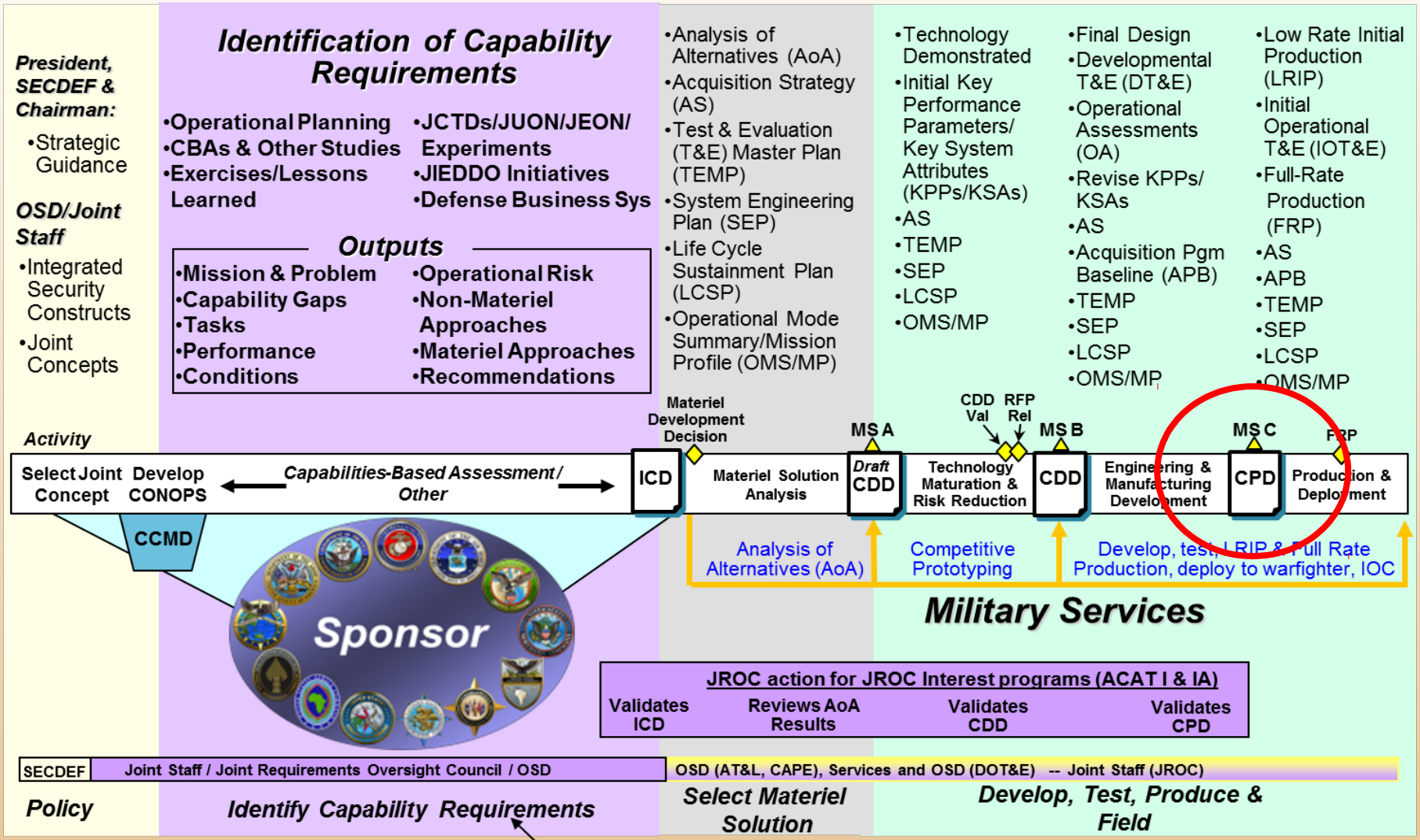
Training KPP

- Applies to All ACAT I Programs
- Attributes Include (among others): Proficiency Level; Time to Train; Training Retention and Associated Metrics
- Intent is to Ensure that Training Requirements are Properly Addressed from the Beginning of the Acquisition Process and Throughout the Program's Acquisition Life-Cycle.
- J-7, in Coordination with USD(Personnel &Readiness), Assesses the Training KPP, or Sponsor Justification of Why the Training KPP is Not Applicable, for JROC or JCB Interest Programs

Energy KPP

- Applies to Systems Where the Provision of Energy, Including Fuel and Electric Power, Impacts Operational Reach, or Requires Protection of Energy Infrastructure or Energy Resources in the Logistics Supply Chain
- May be Expressed as Units of Energy Used per Period of Time (e.g. gallons per hour), or as Number of Refuelings Required (e.g. tankings per hour).
- Logistics FCB, in Coordination With Joint Staff J-4 / Engineering Division (J-4/ED) and With Advice From the Defense Energy Board as Appropriate, Assesses the Energy KPP, or Sponsor Justification of Why the Energy KPP is Not Applicable, for JROC or JCB Interest Programs

JCIDS and Acquisition



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is presentation contains notes pages to supplement most of the charts

Key JCIDS Development Documents CPD

- Capability Production Document (CPD) (MS C)
  - Supports Production and Development of one increment
  - Documents Authoritative, Testable Capabilities
  - Support Production, Testing, and Deployment
    - May describe Incremental Production and Deployment
  - No New Requirements
  - Must meet Operational Performance Attributes
- Page Limit: 40 Pages

CPD KPPs are inserted verbatim into the APB

is presentation contains notes pages to supplement most of the charts

Differences Between the CDD and the CPD

CDD	CPD
Focus on Design & Development	Focus on Production
All Increments	A Specific Increment
Production Representative Articles measured against KPPs/KSAs	Low-Rate Initial Production articles measured against refined KPPs/KSAs

JCIDS Gatekeeper

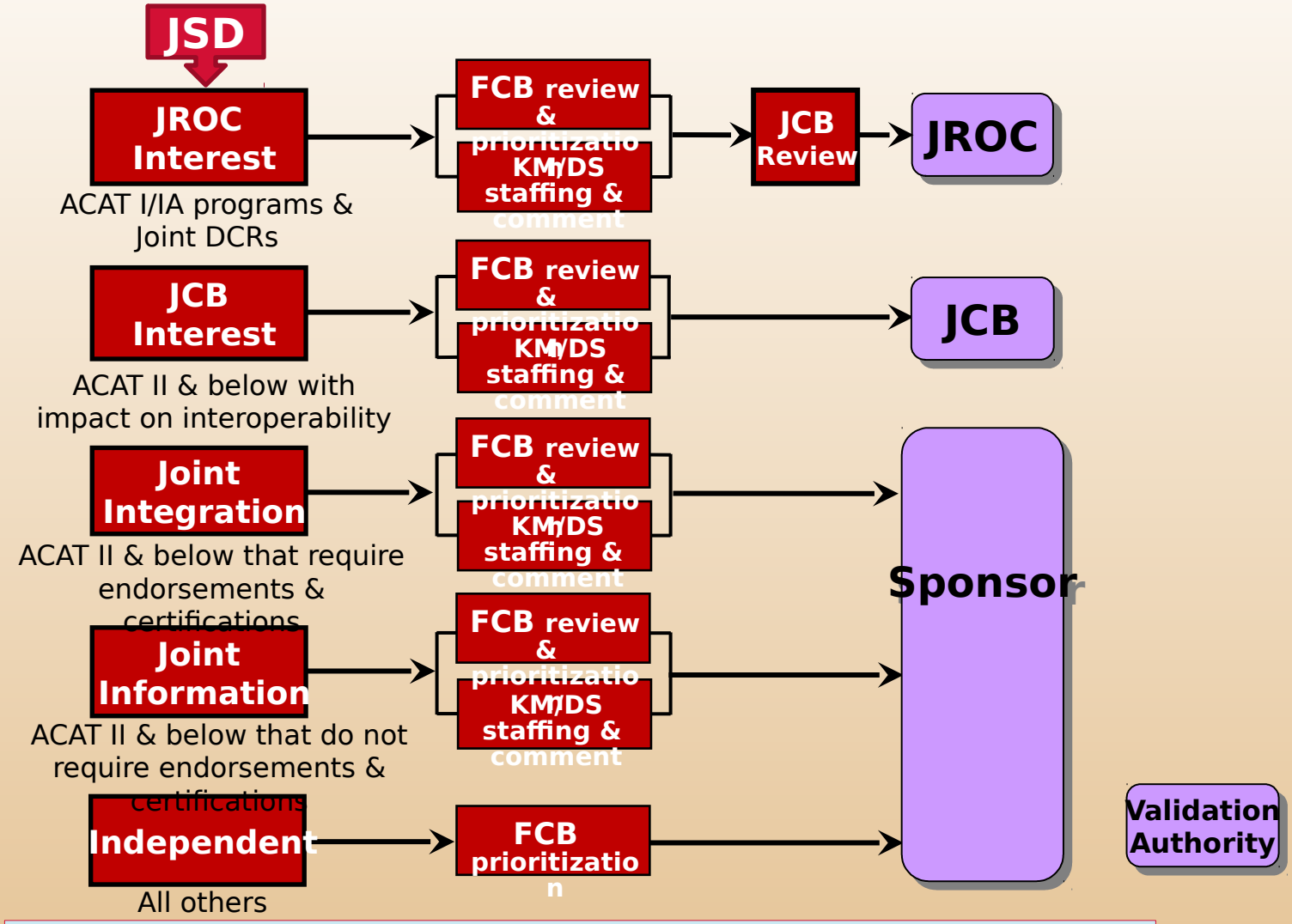
- J-8, Deputy Director for Requirements (DDR) is the Gatekeeper
- The Gatekeeper:

  Performs an initial review of all JCIDS proposals

  Gatekeeper determines:

  - Joint Staffing Designator (JSD)
    - JROC Interest
    - JCB Interest
    - Joint Integration
    - Joint Information
    - Independent
  - Lead and supporting Functional Capability Boards
- Formal Staffing Begins After Gatekeeper Decisions

JCIDS Document Tracks


JSD
JROC Interest
ACAT I/IA programs & Joint DCRs
JCB Interest
ACAT II & below with impact on interoperability
Joint Integration
ACAT II & below that require endorsements & certifications
Joint Information
ACAT II & below that do not require endorsements & certifications
Independent
All others
FCB review & prioritization KM/DS staffing & comment
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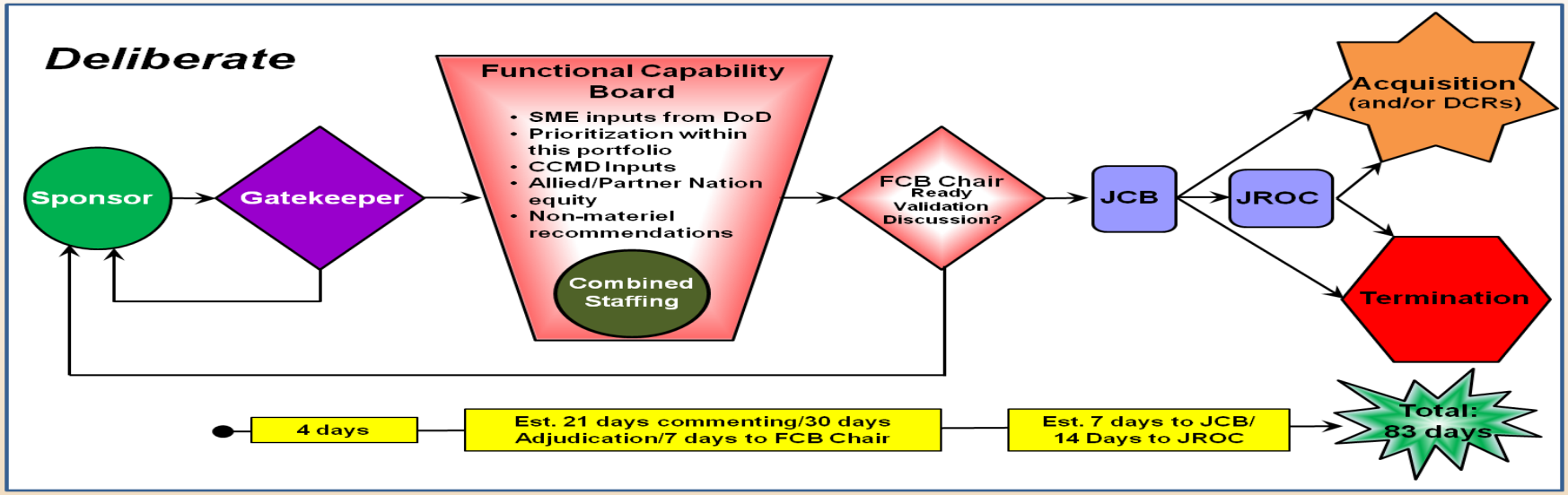
FCB review & prioritization KM/DS staffing & comment
FCB prioritization
JCB Review
JROC
JCB
Sponsor
Validation Authority

Gatekeeper Makes Joint Staffing Designator (JSD) Decision After Sponsor Posts Document to the Knowledge Management/ Decision Support (KM/DS) Tool

is presentation contains notes pages to supplement most of the charts

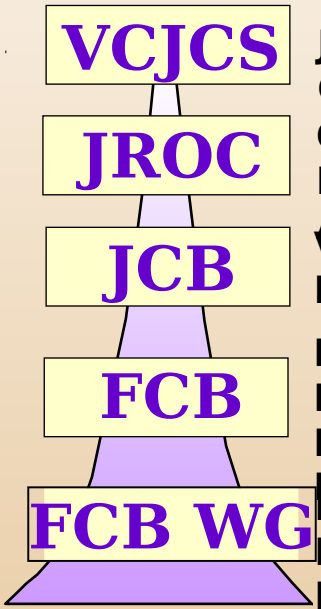
Deliberate Staffing



- Begins when Gatekeeper receives new document via KM/DS
- Gatekeeper determines JSD and assigns to lead and supporting FCBs
- FCB staffing runs concurrently with stakeholder review and comment via KM/DS (comments are signed out at GO/Flag/SES level)
- Sponsor adjudicates comments – for JROC and JCB Interest documents must be to satisfaction of FCB Chair
- FCB Chair recommends validation/no validation to JCB/JROC
- Validated documents are posted to KM/DS
- ICD, CDD, CPD to appropriate Acquisition Executive for action

JROC Decision Chain

JROC DECISION CHAIN



JROC Chairman; Advises the CJCS

Owns JCIDS; Validates JROC Interest Documents; Final Authority

Validates JCB Interest Documents; Assists JROC

Reviews Documents; Prioritizes Within Portfolio; Makes Validation Recommendation to JCB/JROC

Reviews Documents & Prioritizes Prior to JCB Review

JROC MEMBERSHIP

Chair: VCJCS

Council Members:

- **Vice Chief of Staff, Army**
- **Vice Chief of Naval Operations**
- **Vice Chief of Staff, Air Force**
- **Assistant Commandant of the Marine Corps**
- **Combatant Commands*** (Commander or Deputy Commander)

JROC: Joint Requirements Oversight Council
JCB: Joint Capability Board
FCB: Functional Capability Board
FCB WG: Functional Capability Board Working Group

*Unless otherwise directed to participate by the JROC Chairman, CCMD representatives are highly encouraged to participate as voting members when matters related to the area of responsibility or functions of that command will be under consideration by the JROC. USD(AT&L), Dir, CAPE, USD(Comptroller), DOT&E, and USD(Policy) attend as JROC advisors

is presentation contains notes pages to supplement most of the charts

Joint Capabilities Board (JCB)

- Provides Review and Endorsement of Documents and Adjudication of Lower Level Issues Prior to JROC Validation
- Reviews/Adjusts Joint Prioritization From the Functional Capability Boards (FCBs)
- Validates JCIDS Documents with a Joint Staffing Designation (JSD) of "JCB Interest"
- JCB Chair: Director, J-8
- JCB Membership: General/Flag Officers, or civilian equivalent, from the Military Services and Combatant Commands

USSOCOM has delegated validation authority for Special Operation Peculiar JCIDS documents at the level of JCB Interest and below.

Functional Capabilities Boards (FCBs)

- Provides Review and Endorsement of Documents and Adjudication of Lower Level Issues Within Their Portfolio Prior to JCB Review
- Review/Adjusts Joint Prioritization Established by the FCB Working Groups
- Aligned with Joint Capability Areas (JCAs)
- FCB Chair: General/Flag Officer, or Civilian Equivalent
- FCB Lead: Military Officer, 0-6, or Civilian Equivalent
- FCB Membership: Representatives in Military Grade of 0-6, or Civilian Equivalent, from Joint Staff, Services, CCMDs, and Other Organizations With

Functional Capability Boards & Sponsoring Organizations

C4/Cyber	Battlespace Awareness	Logistics	Force Support
JS J-6	JS J-2	JS J-4	JS J-8

Protection	Force Application
JS J-8	JS J-8

Additional JCAs:
- Building Partnerships
- Corporate Management & Support

FCB Membership: (O-6 level)

Services
Combatant Command Reps
OSD (AT&L)
OSD (I)
USecAF (Space)
DOD CIO
D/CAPE
DIA Rep (Threat)
ODNI/IRB
OSD(Comptroller)
Other DoD Agencies as necessary

is presentation contains notes pages to supplement most of the charts

Functional Capability Board Working Groups (WGs)

- Provide Initial Review and Assessment of Documents Prior to Review by the FCB
- Establish Joint Prioritization of Capability Requirements Within Their Portfolios
- Established by the FCB Chair
- FCB WG Lead: Military Officer, 0-6, or Civilian Equivalent
- FCB WG Membership: Military, civilian, or contractor support Subject Matter Experts from Joint Staff, Services, Combatant Commands, and other Organizations With Equity in the FCB's Portfolio.

Summary of the Deliberate JCIDS Process

- Materiel Solutions
  - Initial Capabilities Document (ICD)
  - Capability Development Document (CDD)
  - Capability Production Document (CPD)
- Non-Materiel Solutions – Joint DOTmLPF-P Change Recommendation (DCR)
- Operational Requirements Development is a Team Effort; All Stakeholders Should be Involved; Involve the User in Technical Requirements Development
- Implementing Major Changes to Improve the Process…
  - New CJCSI 3170.01H (JCIDS) and CJCSI 5123.01F (JROC Charter) dated 10 Jan 12; JCIDS Manual dated 19 Jan (J-8 errata dated 20 Sep 2012)

Rapid Response

ome charts have additional information in notes pages

Rapid Response Situations

- Urgent and Compelling Needs During Crisis and Conflict, or Anticipated or Pending Contingency Operation
- Each Service has Policies and Procedures, but …
- Service-Unique Approaches do not Address Theater-Wide Joint Urgent and Emergent Operational Needs
- Requirements Managers Need to Stay Engaged in the Process

Joint Urgent & Emergent Operational Needs

- The Joint Rapid Response Lanes are the Joint Urgent Operational Needs (JUON) and Joint Emergent Operational Needs (JEON)
- JUON/JEON Validation and Resourcing Involves
  - The Gatekeeper (J8 Deputy Director for Requirements (DDR)) Validates JUONs
  - JCB/JROC validates JEONs as determined by VCJCS
  - The Joint Rapid Acquisition Cell (JRAC)
  - Functional Capabilities Boards (FCBs)
  - Working Groups
  - The Military Services, Defense Agencies, Intelligence, Surveillance, Reconnaissance Task Force and Joint Improvised Explosive Device Defeat Organization (JIEDDO)

Definitions

- Urgent Operational Need (UON):
  - Capability requirements identified by a DOD Component as impacting an ongoing or anticipated contingency operation. If left unfulfilled, UONs result in capability gaps potentially resulting in loss of life or critical mission failure. DoD Components, in their own terminology, may use a different name for a UON.
- Joint Urgent Operational Need (JUON):
  - UONs that are identified by a Combatant Command as inherently joint and impacting an ongoing contingency operation.
- Joint Emergent Operational Need (JEON):
  - UONs that are identified by a Combatant Command as inherently joint and impacting an anticipated or pending contingency operation.

Urgent Situations

- Urgent Situations
  - Ongoing conflict or crisis
  - Unforeseen military requirements
  - Must resolve as soon as possible
- These Situations Must Result in:
  - Direct enemy-action related loss of life and/or
  - Critical mission failure
- Staffing goal: 15 days

Emergent Situations

- Emergent Situation
- Supports Accelerated Acquisition of Capabilities Needed for an Anticipated or Pending Contingency Operation
  - Variation of the JUONs process
  - Driven by “pending” or “imminent” operations and require capability in short timeframes to avoid loss of life an/or mission failure when operations commence
  - Verification by VCJCS is required prior to staffing as an emergent candidate
    - JCB or JROC is validation body as determined by VCJCS
    - Staffing goal: 31 days

Who Initiates an Urgent/Emergent Need?

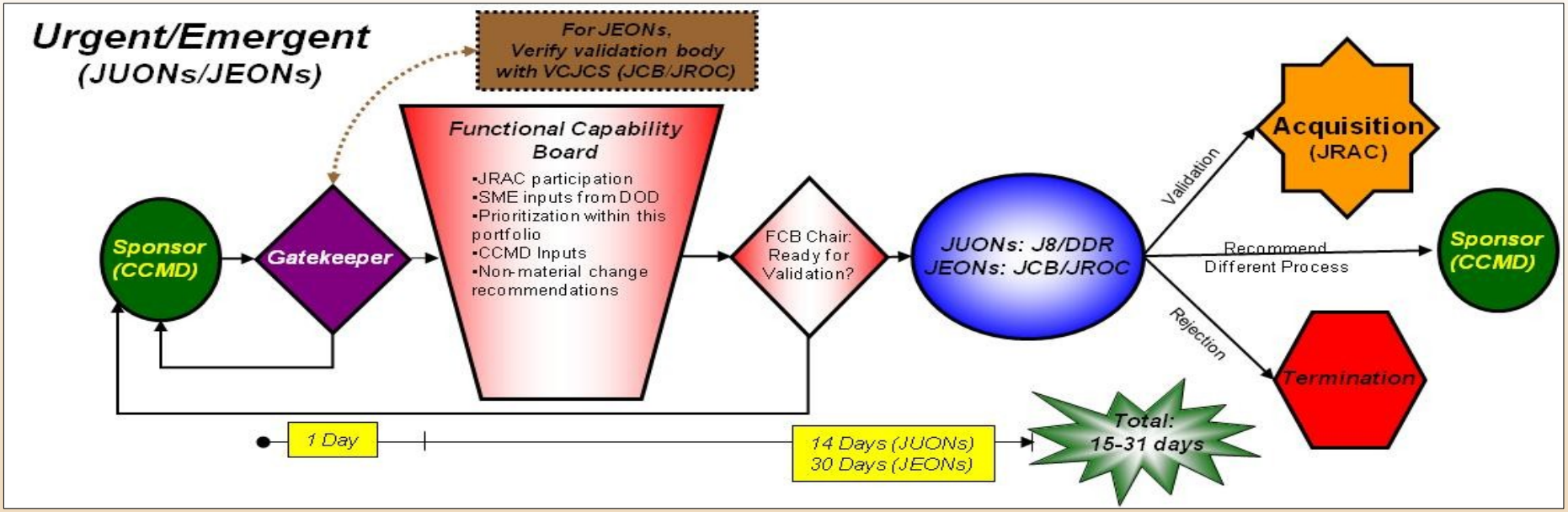
- Urgent/Emergent Needs are Submitted by a Combatant Command
- The Need May Originate from:
  - A Joint Force Commander
  - A Service Component Commander
  - A commander's delegated representative
- Services Must Validate Service-Unique Urgent/Emergent Need
- JUONs/JEONs are Validated by the Joint Staff DDR or JCB/JROC

The Sponsor

- Component (Service or Agency) Recommended by the Gatekeeper and Named by the JRAC
- The Sponsor Develops an Initial Course of Action for JRAC Review
  - Implementation Recommendation
  - Funding Strategy Recommendation
- The Sponsor Manages the Approved JUON / JEON Effort

Components will use all available authorities to fund, develop, assess, produce, deploy, operate, and sustain urgent operational need (UON) capabilities expeditiously (DoDD 5000.71)

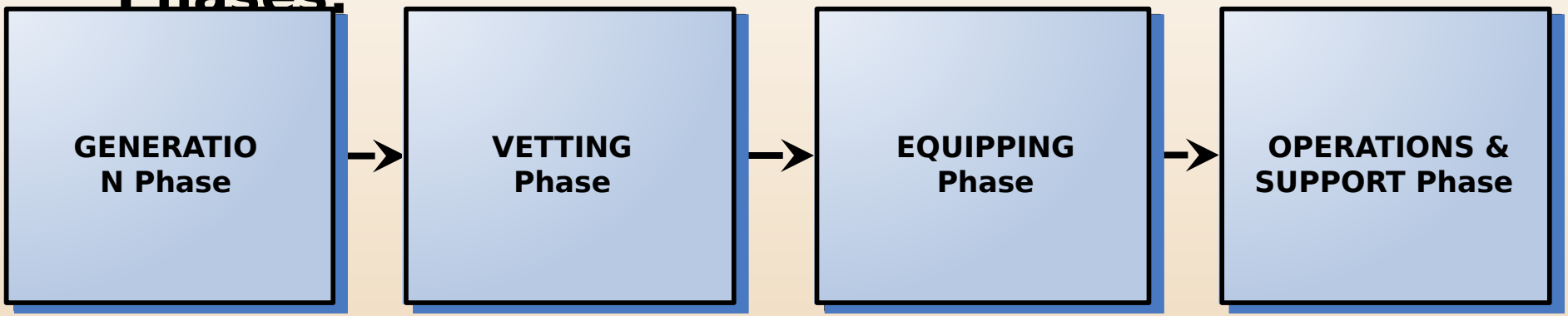
Urgent/Emergent Staffing



- Staffing begins when Gatekeeper receives the document
- Gatekeeper has 1 day to review and assign to Lead FCB
- JEONs confirmed by Gatekeeper with VCJCS; VCJCS assigns JCB or JROC as validation authority
- Lead FCB & Joint Rapid Acquisition Cell (JRAC) assess validity of JUON/JEON and identify potential solutions (if possible – ultimate solution will be determined post-validation)
- FCB Chair & JRAC make recommendation for or against validation
- Validation is communicated to JRAC, who assigns a solution sponsor to rapidly fund, develop, and field a solution
- If not validated, validation authority notifies JUON/JEON sponsor – there is no appeal

Rapid Response Framework

The JUON / JEON Process Consists of Four Phases:



- **Force Commander Identifies Urgent /Emergent Need**
- **CCMD Staff determines the most suitable process**
- **CCMD Chief of Staff certifies and submits to Joint Staff (J-8 Gatekeeper)**

- **J-8 Gatekeeper Receives and verifies that JUON / JEON meets submission criteria**
- **Joint staff reviews and validates JUON (Gatekeeper) or JEON (JCB or JROC)**
- **JRAC determines a resourcing Strategy and assigns Sponsor**
- **Solutions may be identified during FCB/JCB/JROC review; or after assignment to sponsor**

- **Sponsor creates a Simplified Acquisition Plan**
- **Sponsor procures and delivers solution to the Warfighter**
- **Sponsor provides progress reports on performance, cost, and schedule**
- **Sponsor submits an assessment of operational utility within 90 days of fielding**

- **Sponsor sustains solution and monitors performance for twenty- four months**
- **Sponsor, CCMD, and FCB prepare Capability Review to address final disposition of fielded system**

The Warfighter Senior Integration Group (SIG) is the Oversight Body for DoD Urgent Needs
See DoDD 5000.71, 24 Aug 2012

is presentation contains notes pages to supplement most of the charts

Challenge of Rapid Acquisition

- ★ **Future Focused**
- ★ **Very Structured Process**
- ★ **Evolved Requirements**
- ★ **Analysis of Alternatives**
- ★ **Lengthy Development**
- ★ **High Visibility on Program**
- ★ **Large Investment**

Deliberate

immediate

- **Now-focused**
- **More ad hoc process**
- **Broad requirement**
- **Quick assessment of alternatives**
- **Limited development**
- **High visibility on results**
- **Limited investment**
- **Very Limited Feedback**
- **May Transition to Program of Record (POR)**

is presentation contains notes pages to supplement most of the charts

Rapid Response Summary

- An Urgent / Emergent Situation that Results in
  - Loss of life and/or
  - Critical mission failure
- Each Service has Its Own Approach to Urgent Needs
- JUONs / JEONs are Part of the Requirements Determination Process
- Requirements Managers Need to be Involved with Follow-On Activities

Waivers

- Waivers can be used for:
  - Request to submit a CDD without an ICD (ICD waiver is not required to submit a Joint DCR without a preceding ICD)
  - Request to submit a CPD without a preceding ICD and/or CDD
  - ICD and/or CDDs may be waived in cases where it is best to proceed directly to MS B or C (GOTS/COTS solutions, transitioning UONS/JUONS, successful JCTDs, etc..
  - Tripwire relief – when a sponsor does not believe a tripwire review is necessary.
- J-8/DDR is the approval authority for:
  - ICD, CDD and tripwire waiver requests
  - Deviations from processes described in the JCIDS Manual

Guiding Principles

- **Know the requirements**– the requirements/acquisition community should not only clearly understand the requirements, but should be actively engaged with the user in establishing realistic and achievable requirements within budget constraints.
- **Question the requirements** – if a requirement doesn't make sense, question it – the answer may be surprising.
- **Are the requirements realistic** – is it physically possible to meet the requirement? Can it be tested? Is an 80% solution adequate and field the remaining 20% when technology is mature enough?
- **Beware of derived requirements** – an engineer's "derived" technical requirement can take on a life of it's own; keep focused on the user's operational requirements.
- **Tech Reviews** – JCIDS sponsor/user should attend PDR and CDR to answer questions on operational requirements.
- **Configuration Steering Boards (CSBs)** – PM has the authority to recommend descoping options and to object to new requirements after MS B, unless approved by the CSB. Must be coordinated with the requirements professionals.

Requirements Challenges

- Gaming the System by Specifying the Solution too Early
- Incomplete or Rushed Analysis
- Vague/Poorly Written Requirements
- Good Briefings Based on Poor Documents
- Confusing Requirements with Specifications
- Not Following Up on Results of DAS Reviews and T&E results
- Requirements Creep (Operational & Technical)
- Misusing the Urgent/Emergent Requirements Determination Processes
- Cost and Schedule Estimates Based on Incomplete or Poorly Written Requirements (Operational and Technical)